#	Study Recommendation	Implementation Lead	Support	Propose	POM Cycle	OGC Legal Review	Activities Toward Recommendation	Stakeholder (Support) Coordination	Publishable Activity (YES / NO)	Documentation Codifying Recommendation Completion
B1	Sustain the current force structure of 45 AC and 28 ARNG BCTs.	ASA(M&RA)	G-3/5/7	Execute	POM 12-16	No Legal Objection	**DATE.** No Further Input, issue complete **03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
B2	Apply the reduced manpower spaces identified from the reduction of SECDEF directed three BCTS to priority combat enablers to better balance the force and better support BOG: Dwell times for enabling units and CS/CSS MOSs.	ASA(M&RA) & TRADOC	G3/5/7, G8, G1, TRADOC, FORSCOM, AMC	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
B3	Analyze the Officer force structure, personnel policies to man the structure, leader to led ratio, and the impact on personnel pyramids that govern the promotion rates, growth opportunities and leader development. Leverage disciplined benefit cost analysis of force structure.	ASA(M&RA) & TRADOC	G-3/5/7, G8, G1, TRADOC, FORSCOM, AMC	Execute	POM 14-18	No Legal Objection	**On-going.** Rewrite is underway and will be completed prior to POM 14-18. **TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Recommendation to consolidate with B5 and rewrite, change implementation phase to POM 14-18.		YES	
B4	Establish a requirement that all increases in the grades of enlisted personnel and ranks of officers in FDUs and BOIPs include a cost-benefit analysis for each unit type (SRC) for which the changes are recommended.	TRADOC	G-3/5/7	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **DATE.** Completed. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints. **02/12/2010.** VCSA POM 12-16 Final IPR - Adjust implementation phase to POM 13-17.		YES	**TBD.** Will coordinate with HQDA staff POC for selection in appropriate documentation.
B5	Analyze the Officer force structure, personnel policies to man the structure, leader to led ratio, and the impact on personnel pyramids that govern the promotion rates, growth opportunities and leader development. Leverage disciplined benefit cost analysis of force structure.	ASA(M&RA) & TRADOC	G-3/5/7, G8, G1, TRADOC, FORSCOM, AMC	Execute	POM 14-18	No Legal Objection	**On-going.** Rewrite is underway and will be completed prior to POM 14-18. **TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Recommendation to consolidate with B5 and rewrite, change implementation phase to POM 14-18.		YES	
B6	Manage the MILCON and Family Housing programs within an envelope of acceptable standards. ASA I&E and ACSIM will ensure there is a clear and quantifiable body of evidence that supports standards, costs, and associated benefits.	ASA(I&E)	ACSIM, G-3/5/7, IMCOM, ARNG, USAR	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled recommendation for further work; provide more clarity and specificity to narrative.		YES	
B7	Expand the role of the Organization PEG to include program evaluation of the Army Force Structure and the costs associated with its major organizations initially, growing to costing all Army units, including the generating force over a 2-3 year period. (See related recommendation in OO2)	ASA(M&RA) & AASA	ASA(I&E), ASA(FM&C), ACSIM, G3/5/7, G8, TRADOC, FORSCOM, IMCOM	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
C1	Change nothing for the time being. Retain the emphasis on ARFORGEN as a concept.	FORSCOM	G-3/5/7, CEs	Execute with Adjustments	POM 12-16	No Legal Objection	**On-going.** Improve ARFORGEN through conduct of quarterly ARFORGEN Synchronization Board (ASB) **03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	**06/03/2010.** ASB Charter signed and released.
C2	Document ARFORGENs cyclical readiness and rotational concepts to enable the linkage of ARFORGEN to Combatant Commander (CCDR) requirements. The ARFORGEN process will synchronize available resources against validated requirements based upon National Military Strategy, command priorities and risk assessments.	FORSCOM	G-3/5/7	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/30/2010.** Stakeholders have completed review and comment of AR 525-XX (Draft) **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled recommendation for further work.		YES	**07/30/10.** HQDA continues to review AR 525-XX and Aim Point implementation details
C3	Do not use ARFORGEN to realign long-term procurement plans when they increase unit costs or stretch programs. Use OCO funds when authorized to increase program buys when possible and concurrently gain economy of scale in procurement quantities.	OBT	ASA(ALT), G-3/5/7, G-8, AMC	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
C4	Reevaluate the role of ARFORGEN in the broader context now envisioned for its use after the QDR is completed, and after decisions are made as to the missions, size, and shifting priorities of land forces, its roles and missions, and changes in national security and national military strategies of the new administration.	G-3/5/7	FORSCOM, AMC	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
C5	Do not force the ARFORGEN concept as a fixed requirement for POM and Budget development. It just creates management stress and promotes a "buzz word" mentality as advocates use the word to enhance stove piped justifications for priorities that advocates wish to promote.	G-8	G-3/5/7, ASA(FM&C)	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation; do not execute.		YES	
D1	SLDA provide guidance routinely to and receive updates from the G-3/5 regarding scenario development in support of the DOD's Analytic Agenda. Team access to the SLDA must be provided on an immediate basis when required.	VCSA	G-3/5/7, G-8	Execute with Adjustments	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
D2	CSA approve the Integrated Security Posture proposed by G-3/5 NLT 01 Dec each year to support the Senior Leader TAA Strategy session (TAA Recommendation # 1).	VCSA	G-3/5/7, ASA(MRA), TRADOC	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
D3	Organize the Army's Doctrine/Planner community (led by G-3/5 DAMO-SS) to develop "Army excursions" of DPS and/or MSFDs independent of the OSD/Joint Staff so that the Army is better postured to influence Joint deliberations on force structure requirements. Make it a relatively permanent team—not a pick up one — led by G-3/5 DAMO-SS, and supported by the Center for Army Analysis, TRADOC Analysis Center, the Army Direct Studies Office, and the ARSTAF.	G-3/5/7	CAA FORSCOM, TRADOC, ADSO, ARSTAF, ASA(M&RA)	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations. **07/09/2010.** Implementation Lead recommended "Do Not Execute". **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
D4	Establish additional analytic capacity at CAA to support "Army Excursions" of Conventional/Hybrid campaigns and set up an assignment pattern where modeling analysts move from CAA to TRAC and in reverse so as to develop a body of truly premier modelers for the Army--master both the strategic and tactical.	G-8	TRADOC, G-3/5/7, ASA(MRA), FORSCOM	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation with adjustments; remove '10 analysts' from recommendation narrative.		YES	
D5	Establish a 4-Star forum at the beginning of the TAA cycle for the CSA to set the strategic guidance and force structure objectives to be reflected in the next POM. The Integrated Security Posture (ISP) to be modeled should be discussed at this session to ensure linkage with SLDA and ASCC Commanders' strategic vision. Identify alternatives to be explored during the TAA cycle at this session. This forum should focus on the warfighting capabilities the force must possess. It should be a meeting with the most senior uniformed members of the Army, including Combatant Commanders who have responsibility for warfighting outcomes, to focus purely on the military dimension of force requirements.	G-3/5/7	ASA(MRA), TRADOC	Execute with Adjustments	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
D6	Establish a 60-day window between the Requirements Phase (Force Program Review) and the Resourcing Conferences to conduct excursions identified by the CSA to address emerging or potential changes to Army operational requirements or programmatic guidance.	G-3/5/7	CAA, ASA(MRA), FORSCOM	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations. **02/12/2010.** VCSA POM 12-16 Final IPR - Adjust implementation phase to POM 14-18.		YES	

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D7	G-3/5/7 develop a mechanism to document the un-resourced force structure requirement representing the Army's risk in achieving steady-state National objectives.	G-3/5/7	ASA(MRA), G-8, CEs	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
D8	ARSTAFF support TRADOC's current comprehensive review of the Rules of Allocation and Logistic Planning & Consumption Factors for Conventional Campaign, Phases IV and V to ensure they reflect current doctrine and capabilities, applied across the full spectrum of conflict.	TRADOC	G-4, G-3/5/7, G-8, AMC	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	
D9	G-3/7 (DAMO-FM) direct the Army Force Management School (AFMS) to coordinate the revision of AR 71-11, Total Army Analysis, and incorporate updated TAA process information into applicable course material; implement information in course material by CY 2009 and revise AR 71-11 by CY 2011.	G-3/5/7	AFMS	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
E.1.a	HQDA publish policies and procedures, applicable to all Army organizations, for cost-benefit analysis that will (a) integrate cost as a consideration in the analysis of all DOTML-PF domains, (b) amend all Army requirements processes to incorporate cost and benefit analysis, and (c) incorporate cost and benefit analysis into all resource decision-making processes at all levels up to and including Senior Leaders of the Department of the Army. The intent is to ensure that decisions are made considering costs, benefits and potential trade-offs/bill-payers.	ASA(FM&C)	G-3/5/7, G-8, All Ces	Execute	POM 12-16	Did Not Review			YES	
EE1	The AROC should, as a corporate-level decision making body, be briefed on and review all programs within each functional areas in G-8 FD to determine if each one remains critical to Army mission, particularly given the new direction to support full spectrum operations. Recommend adjustments to correct shortfalls if possible or recommend deletion of those programs, which are no longer vital or critical to this new focus.	G-3/5/7	G-8, ASA(ALT), AMC	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		YES	
EE2	Stabilize developmental programs by disciplining budget execution so as to remove mid-year decrements to programs in procurement which impact the business case in ASA (ALT).	ASA(FM&C)	ASA(ALT), G-8, G-3/5/7, AMC	Execute with Adjustments	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
F1	Delegate responsibility, authority and accountability to CG TRADOC, for validation of the Army DOTML-PFC force modernization proposals. Include the responsibility to develop cost-benefit and value added analysis throughout development and make decisions at the earliest feasible points to continue, adjust, or place the force modernization proposal in abeyance for reasons of technical risk, minimal value added, or change in military priorities, strategy, or doctrine.	TRADOC	G-3/5/7, CSA	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** Coordinating with HQDA G-3/5/7 to codify this change. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/10/2010.** USA POM 12-16 Review - Pulled recommendation for further work on acceptable terminology. **03/10/2010.** OGC reviewed recommendation and determined the recommendation was 'Legally Objectionable'. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation for further work; clarify intent (all requirements vs. JCIDS only, etc.)		YES	**On-going.** AR 71-9, TRADOC Reg 71-20.
F10	Give subordinates, e.g. CD, ICDT, CDID, CoE, the responsibility, authority and accountability to decide within their purview to continue, discontinue, or adjust.	TRADOC	G-3/5/7	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
F11	Establish criteria for ARCIC, COE, and CDID organizations to set their level of decision-making authority, to minimize the impact on the next level up and allow them to focus on strategic level tasks.	TRADOC	G-3/5/7	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** Regulations updated continually to reflect TRADOC's latest guidance; coordinating with HQDA G-3/5/7 (DAMO-CIC) to codify latest updates. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; specify "organizations", e.g. ARCIC, COE, CDID. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	**On-going.** AR 71-9, AR 5-22, TRADOC Reg 71-20.
F13	The G-3/5/7 relinquish day-to-day management of ONS process execution and only serve to direct prioritization or decision when the theater or CE requests via the AR2B.	G-3/5/7	AMC, FORSCOM, TRADOC, ARSTAF	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
F14	ONS requesting redistribution or allocation of theater provided equipment (TPE) will be managed at or below the ASCC level of command.	Third Army	G-3/5/7, G-8, FORSCOM, AMC	Execute with Adjustments	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** POM 12-16 Final IPR - Not represented.		YES	
F15	Additional requests for army type classified equipment are processed from theater to the Readiness CE for prioritization and resourcing via the Materiel CE (these ONS will be from the CJTF for equipment above that already covered in their top line on hand). Priorities establish from the APPG, the ARPL, and ASCC; issues requiring further steerage will be presented to the AR2B for decision.	G-3/5/7	AMC, ASCC, FORSCOM	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
F16	Requests for non-Army type classified capabilities are processed from the ASCC to the Human Capital CE for capabilities development as lead for executing the Agile Capabilities Development Process.	TRADOC	G-3/5/7, ASCC	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations. **03/16/2010.** VCSA POM 13-17 IPR - Implementation Leads recommended "Do Not Execute".		YES	
F17	HQDA develop the strategic plan with execution policy as to how the Army will continue the agile capabilities developments and acquisition process during peace and war to equip the field with urgent or high pay off capabilities. Ensure that requirement identification and equipping authorities and processes such as REF and RFI are incorporated into the processes. Plan should address both the distinction and the detailed interrelationship between the requirements process and the rapid acquisition process and then improve the connection/synchronization of the "seams" involving both to improve the management of the overall Army rapid process.	G-3/5/7 & ASA(AL&T)	G-8, TRADOC, ASCCs	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** ASA(ALT) and G-3/5/7 discussing specific COAs towards making Army rapid acquisition/equipping an enduring capability; the SecArmy's Army Acquisition Review was also briefed on the COA. We are continuing development of the Rapid Acquisition/Rapid Equipping Common Operating Picture & Collaboration Tool, as directed by the VCSA and the AAE. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		YES	
F18	G-8 develop a plan and write in policy how the Army will manage funding for agile capabilities determination, development, and equipping as an enduring Army program as OCO diminishes or is stopped completely.	G-8	ASA(AL&T), ASA(FM&C), G-3/5/7, G-4, AMC	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	

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F19	G-3/5/7 reduce stove piped organizations to ensure integrated strategies, capabilities, and priorities are developed; to synchronize current and future requirements, and support external commands, agencies, and staffs working strategies, requirements, and priorities, with HQDA. 1) Designate the Director of DAMO-CI as an active duty Major General. Establish a one star or SES equivalent deputy. 2) Organize DAMO-CI with requisite functional area expertise to support the Army's battlefield operating systems with O6/YC-03 division chiefs. Inside the divisions ensure an equitable distribution of a qualified work force to ensure balanced focus on current and future needs of the Army. 3) Disestablish DAMO-AV, AAWO, BTF, EW, and LB and assign a select number of their personnel spaces to the newly structured DAMO-CI. Assign a limited number of those whose roles are for strategy and concept development to DAMO-SS. However, make significant staff reductions consistent with the current plan to reduce Generating Force military requirements.	G-3/5/7	AMC, FORSCOM	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		**YES**	
F2	Require Army JCIDS proposals to include the complete force modernization plan; this would include all DOTML-PFC, in support of the materiel solution to force decision on the full cost-benefit and value added.	TRADOC	G-3/5/7, AMC	Execute	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		**YES**	
F3	Amend the policy for execution of the AROC to reflect the CG, TRADOC's, validation authority.	G-3/5/7	TRADOC	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F4	Add the DASA-CE to the AROC as a formal member with the intent of having the AROC validate the sufficiency of the cost-benefit analysis of each proposal validated by TRADOC.	G-3/5/7	ASA(FM&C), TRADOC, Other Combat Developers	Execute with Adjustments	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA accepted recommendation.		**YES**	
F5.1	Revise the AROC responsibilities to: Accept the CG, TRADOC, validated requirements for their approval.	G-3/5/7	TRADOC	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.2	Revise the AROC responsibilities to: Conduct thorough review to ensure that each new capability developed through DOTML-PFC analysis fits within a broader modernization strategy. The intent is that each proposal should fit within a broader strategy to modernize a functional area concurrently with filling a gap.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.3	Revise the AROC responsibilities to: Confirm that the cost-benefit analysis is sufficient for the Army leadership to make an informed decision as to the value of the capability delivered by the proposed solution to a gap.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.4	Revise the AROC responsibilities to: Confirm that the proposal is affordable in terms of the Army's ability to support the full life cycle of the proposed solution.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.5	Revise the AROC responsibilities to: Ensure coordination and integration across the HQDA to confirm supportability by each of the support functional areas, personnel, logistics, training, MCA, etc.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.6	Revise the AROC responsibilities to: Confirm, with the G-3/5/7, the prioritization of each proposal to be approved by the AROC.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.7	Revise the AROC responsibilities to: Require AoA results prior to presentation of the CDD for approval at the AROC and the cost included in the presentation of system affordability.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.8	Revise the AROC responsibilities to: Require a mature draft BOIP and requirements across the DOTmLPF to be laid out prior to presentation of the CPD to the AROC and the cost included in the presentation of system affordability.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F5.9	Revise the AROC responsibilities to: Approve/disapprove all requirements but advise the CSA and the SA of all ACAT I level and JROC Interest capabilities and AROC action on each. Inform the CSA of the general flow of ACAT II and III proposals and the broad capabilities they provide the force.	G-3/5/7	G-8, TRADOC, ASA(FM&C), VCSA, ASA (AL&T)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		**YES**	
F6	DCS, G-3/5/7, executed by DAMO-CI, assume responsibility for staff management of the AROC approval process; informed on operational and fiscal requirements and alert for program growth beyond operational value. This will require ensuring that DAMO-CIC is resourced appropriately with the full complement of experienced officers needed to drive capabilities development from review of the functional needs analysis through delivery to the field. These officers should have combat experience in the functional fields to which assigned.	G-3/5/7	ASA(ALT), G-8, TRADOC, AMC	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis. **02/12/2010.** VCSA POM 12-16 Final IPR - Adjust implementation phase to POM 13-17.		**YES**	
F7	DCS, G-3/5/7, execute the APRB and full AROC with scheduled frequency; monthly should be the minimum. Full AROCs must be conducted to avoid decisions made absent discussion of the proposed capabilities value added and cost-benefit analysis. As noted previously, the APRB for its intended purpose has not been initiated as directed. AROCs are not occurring often enough to render coordinated Army leadership involvement in force modernization decisions.	G-3/5/7	TRADOC, Other Combat Developers, Materiel Developers	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		**YES**	

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F8	CG, TRADOC, provide guidance to subordinates at proponent, CoE, and CDID levels to conduct and accept in the context of enterprise solutions their responsibilities in assessing acceptable levels of risk, DOTML-PF trades, value added, and cost-benefit analysis. As capability development progresses to the CDD stage, the ARCIC Director should coordinate funding and prioritization with the G-8 and G-3/5/7 as a precursor to APRB and AROC review. At this point, he/she will have access to the benefit/cost analysis and the apparent value of the system to the Army. This coordination will enable the ARCIC, the combat developer, and materiel developer to maintain visibility on affordability and advise leadership via the APRB throughout subsequent development.	TRADOC	G-8, G-3/5/7	Execute	POM 12-16	No Legal Objection	**On-going.** Coordinating with DASA(CE) & HQDA G-3/5/7 to solidy guidance. Cost-benefit analysis for JCIDS documentation in TRADOC has been published via policy memorandum signed by Dir, ARCIC. **03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	DATE. TR 71-20, interim guidance on cost-benefit analysis signed by Dir. ARCIC with further cost-benefit analysis to follow.
G1	Expand the AROC scope of responsibilities to include review of: (1) The cost and operational effectiveness for each domain of DOTML-PFC in the Analysis of Alternatives for each materiel solution submitted to it for approval. (2) Quantities required to support the ARFORGEN force requirements model and the determination of the AAO for each item and the impact on the acquisition strategy.	G-3/5/7	ASA(AL&T), ASA(FM&C), TRADOC, AMC	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; insert ASA FM&C as a Support stakeholder. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		YES	
G2	DCS, G-3/5/7 develop and publish policy to support Army implementation and execution of HQDA General Order 2006-04 expressing roles and responsibilities.	G-3/5/7	TRADOC	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; rewrite to "DCS, G-3/5/7 coordinate, develop and publish…". **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled AROC recommendation for further analysis.		YES	
G3	CG, TRADOC, include integration as one of ARCICs core functions and publish interim implementation guidance in support of the Army DCS, G-3/5/7 policy. This interim policy would include specific execution roles and responsibilities within ARCIC, CoEs, and CDIDs. The policy should also describe the linkages from organizations within TRADOC to those tasked to support integration in the DCS, G-3/5/7 implementation policy.	TRADOC	G-3/5/7	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** TRADOC core functions (TR 10-5) have been modified to include capabilities integration. TRADOC Campaign Plan reflects importance of integration. Will continue to enhance capabilities integration framework to support integration efforts. Need HQDA G-3/5/7 to write supporting policy to ensure non-TRADOC proponents comply with GO 2006-04; HQDA G-3/5/7 has stated they will execute consistent with AR 71-9. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	On-going. AR 71-9, TR 71-20, TR 10-5.
H10	Integrate the CDIDs from the Intelligence and Signal CoE with that at the Combined Arms Center (CAC) and designate CAC as the CoE for C4ISR (Battle Command). CAC retains responsibility for EW.	TRADOC	G-3/5/7	Do Not Execute	NA	NA	**02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation for further work; action should be subsumed in Mission Command decisions.		YES	
H3	G-3/5/7 and G-8 align staffs to support integration of C4ISR in a multi-dimensional CoE. Implement DP11 synched to DP 17 but decoupled from DP20 decisions.	G-8	G-3/5/7	Execute with Adjustments	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
H4	Develop and publish policy-directing actions for horizontal and vertical integration activities and procedural requirements within TRADOC ARCIC for both the deliberate and accelerated capabilities development processes. Assign responsibility, authority, and accountability to ensure integrated execution of these processes.	TRADOC	G-3/5/7, FORSCOM	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** Coordinate with HQDA G-3/5/7 to codify this change, and update TRADOC regulation. Working to operationalize the integration construct. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	On-going. TR 71-20
H5	Add "integration" to TRADOC core responsibilities to reflect the level of commitment and importance given by the Secretary in General Order #2006-04.	TRADOC	G-3/5/7	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **DATE.** Complete. TRADOC Regulation 10-5 incorporates capabilities integration as a core responsibility and assigns ARCIC for execution. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	On-going. TR 10-5.
H6	Develop an Army strategic level capabilities blueprint for future capabilities, such as the vision for —Maneuver. Make it clear in next set of concept update documents.	TRADOC	G-3/5/7, FORSCOM	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** Army Operational Concept and Army Functional Concepts in progress in TRADOC; completion projected for Sep 2010. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	On-going. Army Operational and Functional Concepts.
H7	TRADOC CG, with HQDA guidance, determine the type and level of analysis to conduct (value-added, economic, cost-benefit, etc.) to support leaders making decisions. Recommended analysts are, 1515 (Operations Research Series), 0343 (Management and Program Analysis Series), and 0110 (Economist Series).	TRADOC	ASA(FM&C), G-8	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **On-going.** Coordinating with DASA(CE) & HQDA G-3/5/7 to solidy guidance. Cost-benefit analysis for JCIDS documentation in TRADOC has been published via policy memorandum signed by Dir, ARCIC (28 Jun 10). **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/16/2010.** VCSA POM 13-17 IPR - Did not review due to time constraints.		YES	DATE. TR 71-20, interim guidance on cost-benefit analysis signed by Dir. ARCIC with further cost-benefit analysis to follow.
H9	Establish a standard organizational and function model for CDIDs and CoEs. Ensure that the CDIDs have the full suite of responsibilities and capabilities to execute its missions, as noted above.	TRADOC	G-3/5/7	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
I.3.a	G-3/5/7, in coordination with ARSTAF and TRADOC, develop policies and guidance that can be used by all Army organizations to conduct operational benefits estimation. These policies and procedures will be synchronized and integrated with the cost estimation guidance developed by DASA (CE). G-3/5/7 will ensure that, as a minimum, each new requirement produce a quantifiable estimate of the potential military benefit of the program, particularly materiel, submitted to senior Army leaders for approval. G-3/5/7 provide oversight of benefits estimation throughout the Army.	G-3/5/7	ASA(FMC), G8, All CEs	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; rewrite to "…conduct operational benefits estimation". **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
I4	The DASA (CE) develop the policies and procedures for cost estimation that can be used by the Army to integrate quantitative and non-quantitative costs and benefits to support requirements and resource processes. These policies and procedures will be synchronized and integrated with the benefits estimation guidance developed by G-3/5/7.	ASA(FM&C)	TRADOC, G-8, G-3/5/7	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
II1	Retain the MILCON IPT as a working group to assist the ACSIM in developing the Army's MILCON and Family Housing construction programs.	ASA(I&E)	ASA(FM&C), G-3/5/7, G-8, ACSIM, ARNG, USAR, IMCOM	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
II2	Place responsibility and authority in the Installation PEG to manage the MILCON and AFH programs.	ASA(I&E)	ASA(FM&C), G-3/5/7, G-8, ACSIM, ARNG, USAR, IMCOM	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	

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II3	Consolidate enduring family programs into one MDEP and assign to the II PEG. Leaving the family programs along functional lines does not achieve program balance. Under the Army Enterprise concept, if the installation is providing the service to the community, family support programs should be an II PEG responsibility. Under the Army Enterprise concept, if the installation is providing the service to the community, family support programs should be an II PEG responsibility. Consolidated II3 and MM3.	ASA(I&E) & ASA(M&RA)	ASA (FM&C), ACSIM, MEDCOM, IMCOM, G-1, G-3/5/7, G-8, OCLL, ARNG, USAR, Chaplain and FMWRC	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation; do not execute.		YES	
II4	Require the PPBC to exercise the same scrutiny of MILCON/AFH programs as it does all other programs and ensure that MILCON tails are funded, balanced, and synchronized with the construction delivery schedules in these programs. The Installation PEG and the PPBC must ensure integration of construction now managed under the TT, OO, and SS PEGS. Consolidate TT, OO, and SS MILCON requirements and funding under the II PEG, where Army is best served. Consolidate, except for TT MILCON.	ASA(I&E) & G-8	ASA (FM&C), G-3/5/7, ACSIM, IMCOM, ARNG, USAR	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; delete "TT" MILCON from II PEG coordination. **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled recommendation for further work; incorporating TT MILCON requirements into II PEG remains an issue. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
II5	Authorize the CIO/G-6 to form USC Title 40 oriented C4/IT GOSC to inform and provide recommendations to the PEG's / PPBC on C4/IT resource investments and alternatives across the entire C4/IT portfolio.	CIO/G-6	G-8, G-3/5/7, ASA(FM&C), AMC, ACSIM, FORSCOM, TRADOC	Execute with Adjustments	POM 13-17	No Legal Objection	**11/01/2010.** IT GOSC Charter coordinated with HQDA, pending OAA approval. Next scheduled GOSC is 18 Nov. **10/01/2010.** IT GOSC met on 28 SEP 2010, Reviewed GOSC Charter - pending approval. **09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation. **03/10/2010.** USA POM 12-16 Review - Pulled recommendation for further work; clarify distinction or organizational roles between G-3/5/7 DAMO-LB (charter) and CIO/G-6 (statutory) and to define specifics of C4, C4ISR, C4/IT, etc. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation for further work; staff disagreement with proposal of IT PEG and decision authority for GOSC. On-going. Coordinating and formally staffing charter.		YES	**09/01/2010.** Complete Charter
J2	Army personnel with direct involvement in the PPBE process will have access to programming and budgeting documents and database systems consistent with their roles, responsibilities, and need to know for the development of program and budget plans and in accordance with DoD guidance controlling access to sensitive PPBE information.	G-8	ASA(FM&C), ASA(M&RA), IMCOM	Execute with Adjustments	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation for further work.		YES	
J4	Have any and all priority lists developed by a single office within the G-3/5/7.	G-3/5/7	TRADOC	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
J5	Determine and publish policy regarding the roles and responsibilities of all leadership positions assigned to each resourcing forum and the forum itself. Ensure forums conduct frequent business meetings to coordinate activities and make decisions with an Army enterprise approach, thus breaking down stovepiped sequential operations.	ASA(FM&C)	HQDA, ACOMs, IMCOM	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; specify policy, e.g. AR 1-1. **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
K2	Update GO #3 to clearly articulate the responsibilities of the Army Staff as they relate to the PEG, PPBC, SRG, and to their responsibilities as appropriation sponsors.	OAASA	G-8, OAA, DAS, ASA(FM&C)	Execute	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; rewrite to "Update GO#3 and then AR 1-1...". **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
K3	Maintain current PEG structure but include a representative from each of the Core Enterprises in each of the PEGs.	ASA(FM&C)	G-8	Execute with Adjustments	POM 13-17	No Legal Objection	**09/15/2010.** USA POM 13-17 Final IPR - Accepted recommendation. **07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; insert "ACOM and IMCOM representatives", delete "Core Enterprises". **03/16/2010.** VCSA POM 13-17 IPR - VCSA pulled recommendation for further work.		YES	
K4	Re-designate the Training PEG as the "Readiness" PEG and realign appropriate MDEPS with a focus on readiness.	G-3/5/7	G-8 AMC, FORSCOM, ASA(M&RA)	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
K5	Expand the role of the Organization PEG to include program evaluation of the Army Force Structure and the costs associated with its major organizations initially, growing to costing all Army units, including the generating force over a 2-3 year period.	ASA(M&RA) & AASA	ASA(I&E), ASA(FM&C), ACSIM, G3/5/7, G8, TRADOC, FORSCOM, IMCOM	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
K6	Assign tri-chair responsibility for the Manning, Readiness, Installation, and Sustainment PEGs to each of the Core Enterprise Leads.	ASA(FM&C)	G-8	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
K7	Engage the Joint Staff and OSD in returning to a separate POM and BES.	ASA(FM&C)	USA, G-8	Do Not Execute	NA	NA	Awaiting VCSA led IPR on "Do Not Execute" recommendations. **07/09/2010** - Implementation Leads recommended "Do Not Execute". **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
L1	The responsibilities of the ASA (FM&C) be amended in GO 3 to couch the terms of oversight of the G-8 in terms of technical financial oversight and that the G-8 report directly to the Chief of Staff of the Army. This change places the G-8 in the position of being responsible to the CSA as a member of the ARSTAF but responsive technically to the Assistant Secretary for fiduciary responsibilities. The same relationship would exist for the Director, PAED. This Responsible/Responsive relationship places operational responsibilities in the hands of the CSA and financial responsibilities in the hands of the ASA (FM&C) and the Army Secretary responsible for all.	OBT	ASA(FM&C), G-8	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
L2	The DPAE report and be responsible to the Chief of Staff, Army and be totally responsive to the Secretary of the Army and to the G-8 for his/her JCS and OSD responsibilities.	G-8	ASA(FM&C)	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
L3	The DASA (CE) be assigned oversight responsibility for the technical aspects of all cost analysis in the Army.	ASA(FM&C)	AASA	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Change support from VDAS to AAA, delete "Amend GO3 to reflect…".		YES	
L5	The G-8 relinquish oversight responsibility of PAED.	G-8	ASA(FM&C)	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
L6	The PAED be staffed with sufficient analysts to perform, in concert with DASA (CE), cost-benefit analysis and evaluations in parallel with the requirements which will be emanating from the new DOD organization in compliance with the Weapon Systems Acquisition Reform Act of 2009.	G-8	ASA(FM&C)	Execute with Adjustments	POM 14-18	Did Not Review	**TBD.** Awaiting VCSA led IPR on POM 14-18 recommendations.		YES	
L7	The PAED's responsibilities in GO #3 clearly define the independent nature of the Director's responsibilities and authorities in relation to independence, reporting responsibilities, program integration, balance and synchronization.	OBT	ASA(FM&C), G-8	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	

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L8	PAED develop the capability for analysis to develop unbiased, holistic and independent alternatives.	G-8	ASA(FM&C), G-3/5/7	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation for further work; Implementation Lead recommended "Do Not Execute".		YES	
L9	PAED lead the PPBC as currently charged during the programming phase of the POM, and focus on analyzing alternatives with substantive debate on issues and decisions before forwarding for engagement of the members of the Senior Review Group.	G-8	ASA(FM&C)	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
M1	Expand the principals of the BRP to include the DCS, G-1, DCS, G-4 and the Mil Dep to ASA (ALT) for urgent requirements only in the year of budget execution. Remove the BRP's current responsibility and authority to directly and singularly manage POM and Budget development outside the management envelop of the PPBC and the SRG on which they are represented or are members. Implementation Lead will adjust working to include options for BRP process and to maintain BRP focus of multi-year programming requirements.	G-8	ASA(FM&C), G-3/5/7	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.		YES	
M2	Restore the roles and responsibilities of the PPBC. Have all program and budget requirements go to that decision body, and ensure that it makes the decisions that it is empowered to make. The Director of Program Analysis and Evaluation will have the lead on the program and the Director of the Army Budget will have the lead on the budget recommendations going to the SRG and to the CSA/SA. Similar responsibility and authority exists for G-3/5/7 when the PPBC addresses Army planning.	ASA(FM&C)	HQDA	Execute	POM 13-17	No Legal Objection	**07/29/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **07/09/2010.** VCSA POM 13-17 Final IPR - Accepted recommendation with adjustments; replace "final say" with "lead". **03/16/2010.** VCSA POM 13-17 IPR - Accepted recommendation.		YES	
M3	Energize the Senior Review Group and require that PPBC chairs present all program and budget decisions and issues that affect the capabilities and performance of the Army.	ASA(FM&C)	G-8	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
M5	In order to represent cost impacts and trade-off considerations, ensure that the DPAE and the DAB are invited to and attend all Senior Leader Department of the Army program, budget, and current year execution related meetings.	DAS	G-8, ASA(FM&C)	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
M6	Update AR 1-1 to reflect current responsibilities and authorities for the PEG for each phase of the PPBE process. Be as specific as possible regarding responsibilities assigned to the ARSTAF. Codify in AR 1-1 the roles and responsibilities of the BRP and PPBC, and detail what topics go before each decision body. Make it clear that only rapid or short suspense topics representing urgent wartime requirements go through the BRP process.	ASA(FM&C)	HQDA, ACOMs, IMCOM	Execute	POM 14-18	Did Not Review			YES	
MM2	Eliminate new Retiree Recalls under the provisions of Title 10 USC 688 and 10 USC 12301(d) since they count against AD end strength. As of 30 April 2009, there were 767 Retiree Recalls under 10 USC 688 and 544 administrative personnel in ADOS under 10 USC 12301(d).	ASA(M&RA)	G-3/5/7, G1, G8, FORSCOM, TRADOC, AMC & IMCOM	Execute with Adjustments	POM 12-16	No Legal Objection	**On-going.** Use of retiree recall continues to be monitored and approved on a case by case basis. **03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
MM4	Place special visibility family support programs proposed by the Senior Leaders of the Headquarters of the Army in the OO PEG as Senior Leader Interest programs until they are proven and enduring programs and systems. Once performance metrics have been met, migrate enduring family support programs of record to the II PEG.	ASA(I&E) & ASA(M&RA)	ASA (FM&C), ACSIM, MEDCOM, IMCOM, G-1, G-8, OCLL, ARNG, USAR, Chaplain and FMWRC	Do Not Execute	POM 12-16	No Legal Objection	**03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - VCSA pulled recommendation for further work.		YES	
OO1	Transfer the structure associated with Individuals account (TTHS), Directed Military Over-strength (DMOs), and Force Over-Structure Wedge accounts to the MM PEG.	ASA(M&RA)	ASA(FM&C) G-8, G-3/5/7	Do Not Execute	POM 12-16	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations. **03/10/2010.** USA POM 12-16 Review - USA requested ASA M&RA to coordinate with OGC to explain rationale for supporting execution OO2 but not OO1; Implementation Lead recommended "Do Not Execute".		YES	
OO2	All remaining MDEPS and programs now in the OO PEG should remain since the G-1 does not directly manage those accounts (i.e. - the Defense Health Program is managed by OSD, but the structure exists in the OO PEG under MDEP HSDH).	ASA(M&RA)	ASA(I&E), ASA(FM&C), ACSIM, G3/5/7, G8, TRADOC, FORSCOM, IMCOM, AMC	Execute	POM 12-16	Other	**DATE.** No action required, issue closed. **03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and offered no legal recommendation. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
OO3	In alignment with the Burdeshaw Study, expand the role of the Organization PEG to include program evaluation of the Army Force Structure and the costs associated with its major organizations initially, growing to costing all Army units, including the generating force over a 2-3 year period. Within this construct, the OO PEG should eliminate the over-structure as planned, this will have a cost-savings tail into the MILPERS realm and the MM PEG. See B7 for coordinating recommendation.	ASA(M&RA)	ASA(I&E); ASA(FM&C); ACSIM; G-3/5/7; G-8; TRADOC; FORSCOM; IMCOM	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.	**TRADOC:** Concur with Do not Execute.	YES	
OO4	Assign the G-3/5/7 as co-chair of the OO PEG in lieu of the ASA (M&RA).	ASA(M&RA) & AASA	ASA(I&E), ASA(FM&C), ACSIM, G3/5/7, G8, TRADOC, FORSCOM, IMCOM	Do Not Execute	NA	NA	**TBD.** Awaiting VCSA led IPR on "Do Not Execute" recommendations.	**TRADOC:** Concur with Do not execute.	YES	
SS1	Reconvene a Weapon System Review prior to the joint EE/SS PEG 2-star review that signifies the end of the EE and SS PEG program builds in order to ensure more complete stakeholder input.	ASA(ALT)	ASA (M&RA), ASA(FM&C), ASA(I&E), ACSIM, CIO/G-6, G-8, G-3/5/7, PEOs, TRADOC, USAR, ARNG	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
SS2	Ensure full attendance of the relevant co-chairs and co-executives in order to fully utilize the Weapon Systems Review as a forum for providing balance and integration across PEGS.	ASA(ALT)	ASA (M&RA), ASA(FM&C), ASA(I&E), ACSIM, CIO/G-6, G-8, G-3/5/7, PEOs, TRADOC, USAR, ARNG	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	
SS3	Require representatives from all PEGs to attend the Weapon Systems Reviews because these reviews affect resource requirements in each of the six PEGS.	ASA(ALT)	ASA (M&RA), ASA(FM&C), ASA(I&E), ACSIM, CIO/G-6, G-8, G-3/5/7, PEOs, TRADOC, USAR, ARNG	Execute	POM 12-16	No Legal Objection	**03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		YES	

#	Study Recommendation	Implementation Lead	Support	Propose	POM Cycle	OGC Legal Review	Activities Toward Recommendation	Stakeholder (Support) Coordination	Publishable Activity (YES / NO)	Documentation Codifying Recommendation Completion
E.2.a	Establish strong analytical capability within TRADOC, with principal responsibility resting with the ARCIC Director. Add analytical capability at each CDID and at ARCIC to perform cost-benefit analysis at each level of development. (TRADOC will determine staffing levels; notional requirement is five staff-years of effort at each CDID and 10 staff-years at ARCIC.) To extent possible, manpower spaces should be drawn from within TRADOC or DoD acquisition workforce sources. CDID positions will be under the command of the CDID commander; ARCIC positions will be under the command of the ARCIC Director. DASA-CE will have technical oversight over these positions and all other cost analyst positions in TRADOC to ensure their technical competency, and will provide guidelines for conducting professional cost analysis. Cells will be mix of military and civilian personnel. DASA(CE) will assist in selection of civilian analysts for these positions.	TRADOC	G-3/5/7, ASA (FM&C), ASA (M&RA)	Execute with Adjustments	POM 12-16	No Legal Objection	**On-going.** Coordinating with DASA(CE) & HQDA G-3/5/7 to execute actions for this recommendation. CBA interim policy has been published via policy memorandum signed by Dir, ARCIC. **03/10/2010.** USA POM 12-16 Review - Approved for implementation. **03/10/2010.** OGC reviewed recommendation and found 'No Legal Objection'. **02/12/2010.** VCSA POM 12-16 Final IPR - Accepted recommendation.		**YES**	**On-going.** AR 71-9, TR 71-20.